



The Army and Economic Mobilization. by R. Elberton Smith

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The book suffers in readability from its origin as a doctoral dissertation. Readers interested in quasi-reorganization will be grateful for the thorough collection of materials relating to that subject.

JOSEPH L. WEINER

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The Army and Economic Mobilization. By R. ELBERTON SMITH. Washington, D.C.: Office of the Chief of Military History, Department of the Army, 1959. Pp. xxv+749.

This book, one of the series "United States Army in World War II," is the fifth volume to be published in the War Department subseries. It is described as "a complement, in the area of domestic economy, to the two-volume work *Global Logistics and Strategy*, in the area of international economy."

Although essentially a historical treatment of the subject, this study aims not so much at exhaustiveness of historical detail as at systematic treatment of the broad substantive issues of procurement and economic mobilization faced by the War Department in World War II. The resulting book should be of interest not only to the student of World War II history but also to those engaged in determination of military requirements, in military purchasing and contracting problems and policies, and in any planning for production and material controls. Although the circumstances and conditions governing economic mobilization in the United States in World War II—with the long period available for mobilization and the relative impregnability of our ocean barriers—are most unlikely to be encountered in future global or peripheral conflicts, the experience gained in the handling of these problems should prove useful in some aspects of peacetime or "cold-war" planning.

The treatment of the subject is divided into six major categories: (1) *prewar plans and wartime organization*, covering mobilization legislation, planning, and organization during World War I and the period between World War I and Pearl Harbor. (2) *Determination of Army requirements* prior to and during World War II. (3) *Army purchasing problems and policies*, including contract placement and clearance, types of contracts, renegotiation, price control, and small-business problems. (4) *Expansion of*

Army facilities, together with private industrial expansion and government-financed and government-owned facilities. (5) *Production and material controls*, from 1940 throughout the war, with special attention to the operations and problems of the priority systems and the Controlled Materials Plan. (6) *Contract termination and settlement*.

From the standpoint of historical analysis, these categories are all of primary importance, and the treatment of each is scholarly, interestingly presented, and reasonably thorough. From the standpoint of possible applicability to present conditions or those in the foreseeable future, perhaps the sections of greater interest are those dealing with procurement problems and policies. In particular, those dealing with contract placement and clearance, types of contracts, small-business participation, and contract negotiation should provide useful reference material for those charged with similar responsibilities in today's military establishment.

All in all, this volume is an unusually readable and informative documentary of economic mobilization planning, procurement and production problems, and contract-termination procedures. Although of primary interest to the historian, in some respects it offers useful background information to present military economic and logistic planners.

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Budgeting: Principles and Practice. By HERMAN HEISER. New York: Ronald Press Co., 1959. Pp. x+415. \$10.00.

Although the author is a partner in the public accounting firm of Lybrand, Ross Brothers and Montgomery, this is definitely a management-oriented book. Mr. Heiser makes his objective clear in the Preface, where he says, "I believe that a sound knowledge of budgetary practice is a fundamental requirement of business managers." Some of the more technical accounting aspects of budgeting are considered in two short appendixes. The result is a book that should interest many businessmen and students who might not normally be attracted by the title and implied content.

The first of its three parts deals with budgeting for planning and co-ordination. Some of the topics Heiser considers in these five chapters are